DOCUMENT RESUME

ED 424 319 UD 032 582

TITLE	Resource Development for Youth Service Professionals.
INSTITUTION	National Clearinghouse on Families and Youth, Silver Spring, MD.; Johnson, Bassin, and Shaw, Inc., Silver Spring, MD.
SPONS AGENCY	Administration for Children and Families (DHHS), Washington, DC. Family and Youth Services Bureau.
PUB DATE	1998-02-00
NOTE	60p.
CONTRACT	105-92-1709
PUB TYPE	Guides - Non-Classroom (055)
EDRS PRICE	MF01/PC03 Plus Postage.
DESCRIPTORS	*Financial Support; Grants; *Grantsmanship; Internet; Needs Assessment; *Nonprofit Organizations; *Planning; Program Proposals; Resources; *Youth Programs
IDENTIFIERS	*Resource Development

ABSTRACT

Resource development is one of the most critical tasks facing directors of nonprofit organizations. Recipients of Family and Youth Services Bureau (FYSB) grants from the Department of Health and Human Services may not use federal dollars to raise additional funds, but they do use private donations and other means to support their efforts to leverage additional resources. This publication was designed to help FYSB grantees enhance such efforts. It contains lessons learned by youth service professionals who have successfully developed the resources necessary to serve young people and their families. Chapter 1, "Resource Development as Strategic Planning," concentrates on resource development in the context of organizational strategic planning. Chapter 2, "Assessing What the Organization Has To Offer," focuses on using that planning process to analyze what youth organizations have to offer. Chapter 3, "Research: A Fundamental Step in Developing Resources," explores options for conducting research on available resources, and chapter 4, "Drafting the Solicitation," presents guidelines for drafting solicitations in letter and proposal form. The first appendix lists some Internet search engines for resources development use, and the second appendix lists national and corporate foundations that fund youth services as well as books, journals, and other resources related to youth services development. (SLD)

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Resource Development for Youth Service Professionals

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Resource Development for Youth Service Professionals

February 1998

Prepared for the
Family and Youth Services Bureau
by the
National Clearinghouse on Families & Youth

Resource Development for Youth Service Professionals was developed by Johnson, Bassin & Shaw, Inc., for the Family and Youth Services Bureau; Administration on Children, Youth and Families; Administration for Children and Families; U.S. Department of Health and Human Services, under Contract No. 105-92-1709 to manage the National Clearinghouse on Families & Youth.

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About the Family and Youth Services Bureau

The mission of the Family and Youth Services Bureau (FYSB) is to provide national leadership on youth issues and to assist individuals and organizations in providing effective, comprehensive services for youth in at-risk situations and their families. The goals of FYSB programs are to provide positive alternatives for youth, ensure their safety, and maximize their potential to take advantage of available opportunities.

FYSB, a Bureau within the Administration on Children, Youth and Families; Administration for Children and Families; U.S. Department of Health and Human Services, encourages communities to support young people through a youth development approach. The youth development approach suggests that helping all young people achieve their full potential is the best way to prevent them from becoming involved in risky behavior. Youth development strategies focus on giving young people the chance to build skills, exercise leadership, form relationships with caring adults, and help their communities. Further, the youth development approach acknowledges both that youth are resources in rebuilding communities and that helping young people requires strengthening families and communities.

FYSB administers three grant programs that support locally based services to runaway and homeless youth. The Basic Center Program funds local agencies to provide emergency shelter, food, clothing, outreach services, and crisis intervention for runaway and homeless youth. The shelters also offer services to help reunite youth with their families, whenever possible. The Transitional Living Program for Older Homeless Youth (TLP) assists homeless youth in developing skills and resources to promote independence and prevent future dependency on social services. Housing, services, and counseling are provided for up to 18 months for youth age 16–21 who are unable to return to their homes. The Street Outreach Program enables FYSB to fund local youth service providers to conduct street-based education and outreach and offer emergency shelter and related services to young people who have been or who are at risk of being sexually abused or exploited, with the goal of helping them to leave the streets.

FYSB also funds research and demonstration projects to advance our knowledge of runaway and homeless youth issues; provides information through its National Clearinghouse on Families & Youth; supports the National Runaway Switchboard, a confidential, 24-hour, toll-free hotline for runaway youth; and funds training and technical assistance through a regional system of providers.

Introduction

Without question, resource development is one of the critical tasks facing directors of nonprofit organizations. Today, a number of issues converge to make this task even more challenging than in the past: the devolution of power and funding authority to the States, reductions in funding for prevention and other youth services, and growing public discontent with social programming. Yet, as youth service providers know, the need for programs to help individuals who are from disadvantaged circumstances or who are in crisis remains high.

As most Family and Youth Services Bureau (FYSB) grantees have learned through experience, building a diverse base of organizational support is critical to being able to serve young people and their families adequately and appropriately. And resource development, even in times of cutbacks in Federal funding and increasing demands on limited foundation funding, is the key activity keeping social agencies solvent.

While FYSB grantees may not use Federal dollars to raise additional funds, those organizations use private donations and other means to support their efforts to leverage additional resources. FYSB designed this publication to help its grantees enhance those efforts. It contains lessons learned by youth service professionals who have successfully developed the resources necessary for their organization to serve young people and their families effectively. The book also includes information drawn from several other articles on resource development previously published by FYSB.

Chapter 1 concentrates on resource development in the context of organizational strategic planning; Chapter 2 focuses on using that planning process to analyze what youth organizations have to offer. Chapter 3 explores options for conducting research on available resources, and Chapter 4 presents guidance for drafting solicitations in letter and proposal form.

Chapter 1
Resource Development as Strategic Planning

For many people, developing resources is the least attractive, albeit most critical, aspect of the helping profession. Yet, this task is almost always rewarding in some fashion.

Think of the myriad benefits possible through the resource development process, even if the organization does not receive new funding. Because the process involves planning, strategy development, and teamwork, it enables organizational leaders to focus on the agency's mission, enhance long-range planning efforts, and bring together staff who otherwise might not have the opportunity to work collaboratively. Resource development also involves networking and organizing activities that build collaborative partnerships with community advocates and other organizations. Hopefully, these partnerships will live on after the initial endeavor. Since resource development ultimately means proposal writing, the process offers staff the opportunity to strengthen their research and writing skills.

More important, each new activity makes the organization more visible and enables agency leaders to make new contacts that can prove beneficial in the future. The time spent developing resources, therefore, must be measured in benefits beyond financial resources.

The process of developing resources is not new to the FYSB grantees or other social service agencies. Most are well versed in the process, especially as it pertains to preparing proposals to Federal agencies, but some key principles of resource development bear repeating:

- Individuals and organizations want to invest their money in ways that support their mission and values.
- The key to successful resource development is convincing those with resources that support to your organization will produce results in line with their mission.
- The most important information those seeking resources can give funding agencies is the answer to the question: "What's in it for the funder?"

The most effective resource development activities clearly link what an organization needs to best serve a community to the funding source's overarching mission. Doing so requires that the resource development process include an organizational assessment, research, and proposal preparation.

The Resource Development Process

Often people view resource development and preparation of grant applications as one process, with the emphasis placed on writing the grant proposal. In fact, the task of writing a grant application or proposal usually is the least time-consuming phase of the resource development process. The primary, time-intensive tasks are research and planning. These tasks enable local organizations to measure community needs and their capacity to respond to those needs. With this knowledge, organizations are able to develop a plan for building a diverse resource base that includes a process for continually assessing the following:

- The changing needs of communities, families, and young people
- The changing strengths of communities, families, and young people

- The changing local landscape: economic, social, and political
- The types of services, advocacy, and other activities in which the agency wants and needs to be involved
- The capacity building necessary to equip the agency and staff to undertake new or enhanced services, advocacy, or other activities
- Funding sources and types of funding available

In fact, organizational leaders can use the resource development process as an occasion for strategic reflection about the agency's work. Many of the most effective social service agencies integrate their resource development planning into their annual long-range planning process.

Toward a Long-Term Plan

For many local social service agencies, long-range planning seems like a luxury when they are faced with severe funding reductions in the short term. But long-term planning is critical to organizational growth and stability, factors that funders look for when making decisions about grant awards. A long-range plan provides a cogent statement about an agency and is a useful tool in convincing funders of an organization's stability.

The purpose of long-range planning is to provide an organization with a road map for undertaking activities that meet its mission. The planning process provides a structure for disciplined thinking about what the organization originally set out to do, what it is doing currently, and what it must do in the future. Moreover, a formalized planning process enables an agency to document agreed-upon decisions, communicate its intent to others, and set a timeline for accomplishing specific activities.

Planning does take time, a fact that often shifts this activity to the back burner in agencies forced routinely to deal with crises. Yet, that time is a worthwhile investment, since planning can result in improved organizational capacity to address operational details, respond to change, and focus on the future as well as the present.

There is, of course, overlap between the steps necessary for developing a strategic fundraising plan and those for creating an overall organizational plan. Step 1 in both instances is a reexamination of the organization's mission. Organizational leaders can use the long-range planning process to affirm the agency's focus and establish an approach for ongoing and effective fund seeking.

They can begin that process by facilitating discussions among staff and board members about the organization's history and future using the following questions:

- What is the organization's mission?
- What has the organization done in the past, what is it currently doing, and what must it do in the future to achieve that mission?
- What is the organization's vision for young people, families, and communities? How does the current resource development strategy develop the necessary organizational financial capacity to support that vision?
- What is the organization's structure and management style, and how do they contribute to achieving its mission?
- In what ways does the organization's structure or management style hinder it in achieving its mission?
- How are the organization's individual projects or program components contributing to its mission? Are any projects or programs at cross purposes with the mission?

- What have been the organization's most successful ventures to date and why?
- What about the organization works best for young people, families, and communities?
- How does the organization routinely assess what works best for young people, families, and communities?
- For which areas does the organization need the support of collaborative partners to best meet the needs of the community?
- With what agencies does the organization currently work in partnership, and what have been the challenges and benefits of maintaining those partnerships?
- What does the organization currently bring to partnerships with other agencies, and how can it expand those contributions in the future?
- In what types of cooperative resource development ventures has the organization participated in the past? What were the outcomes of those ventures?
- Are there new collaborative resource development opportunities that the organization might begin exploring now in preparation for future funding opportunities?
- What are the "value added" benefits of such partnerships with regard to developing resources?
- Is the organization still the best vehicle through which to address specific community issues, concerns, or needs?
- How can the organization design a resource development strategy that will provide financial security for the organization while enabling it to maintain its vision?

Logistical issues associated with resource development, such as time and organizational resources, also must be considered during the planning process. Each organization must define the development process within the organizational hierarchy, assess the effectiveness of that process, and explore options for expanding or revamping the process using the following questions:

- What is the current organizational financial picture?
- How have the organizational leaders used funding from different sources to build an organization that is able to meet the needs of youth, families, and communities effectively?
- What is the organization's financial structure and how does it contribute to or hinder the resource development process?
- What is the organization's resource development strategy?
- How much time does the organization spend on developing resources?
- How does the organization assess the effectiveness of its resource development strategy?
- What is the role of the staff in resource development? The board? Other community members? Paid consultants?
- What contributions to organizational resource development would staff, board members, and others like to make?
- What strengths, skills, or personal connections do the staff or board members bring to the project?
- What steps are necessary to improve the organization's resource development strategy, both short- and long-term?
- How does/will the organization support its resource development activities?

Whether addressing the overarching issues facing an organization or the more detailed aspects of managing resource development efforts, these staff and board discussions will help create in all members of the organization a sense of involvement in supporting the agency's financial solvency. They also can lead to a more unified understanding of the organization's mission and the role each staff and board member, as well as young people and other community advocates, can play in achieving that mission.

Moreover, by involving young people and community leaders in the larger resource development discussions, local agencies can ensure their input in program design *and* their support for the agency's healthy financial future. The next step, which is discussed in the following chapter, is to involve those same players in assessing the organization's strengths as they relate to fundraising.

Chapter 2
Assessing What the Organization Has To Offer

One key component of any overall agency planning process is to assess what the agency does best, as well as what it might do better. When that process focuses on the long-term viability of the agency, organizational leaders also must explore the conditions, both internal and external, that will affect the agency's ability to serve the community in the years ahead. In other words, before an organization can successfully promote itself, it must first determine what it has to offer.

Brainstorming with staff and board members, youth and their parents, and other community members about what the agency has to offer, as well as the service needs that remain unfilled, is one of the most effective ways to begin the marketing process. Through group discussion, participants can highlight organizational strengths, making it easier to identify funding sources that will find the organization's proposals attractive. Such initial marketing planning sessions also create a synergy that produces new program ideas and creates a sense of ownership of those programs, once they are funded.

Organizational leaders can facilitate a discussion about organizational capacity by asking the following types of questions:

- What is the mission of the agency, and what roles and responsibilities are undertaken to fulfill that mission?
- What are the unique characteristics of the agency or its programs?
- What sets the agency apart from other similar organizations in the community, State, or country (style of operation, creativity in service design, or successful outcomes)?
- What services does the agency provide to young people and their families?
- What services would the agency like to provide to young people and their families for which it might need additional resources?
- What are the unique characteristics of the young people served by the agency (for example, do they come from disadvantaged circumstances, do they have learning disabilities)?
- What clients does the organization serve who are not served by other community agencies?
- What are the outcomes of the services provided by the agency?
- How has the organization documented what works?
- Could the organization or any of its programs serve as a national model that could be replicated in other communities?

A typical youth service organization has managed a series of special projects during its history. Through these projects, the organization learned lessons that guided its development and contributed to its internal knowledge base on how to support young people, families, and communities. Often, however, ideas that form the foundation of agency policy or practice are not documented. Yet those ideas create a platform from which to launch new projects that might capture the attention of funders. For those reasons, local youth agencies might consider bringing in a volunteer writer to note the highlights of staff discussions of historical projects or projects currently under way.

The discussions might be conducted prior to preparing the final report to the funding source, thereby enabling the organization to

distill the lessons learned from the project for dissemination to others. Or, agency leaders can hold such discussions when planning a new resource development strategy. Organizational leaders might use questions like the following to stimulate discussion:

- What do team members know now that they did not know at the start of the project? About youth? About service interventions? About project administration? About project evaluation?
- What were the most difficult challenges to project implementation, and how were they addressed?
- What specific project components produced the newest perspectives or the most effective outcomes, and why?
- What recommendations for new research or demonstration efforts might the organization make to funding sources after completing this project?
- What collaborative relationships were most useful to the project outcomes? Which were the most challenging to pursue, and why?
- Was there anecdotal evidence of the project's successes?
- Were there outcome or process evaluation data on the project?
- What local or regional peculiarities of the project might enhance or limit the ability of other agencies to replicate it?
- How did the project contribute to the overall growth of the organization?
- What information, ideas, or strategies learned through the project might be most useful to other youth service providers?

The last question may be the most critical for developing a marketing pitch to those with resources because most are looking for workable strategies that can be replicated in other communities. Once an organization knows what it has to offer, it can begin linking that information to the needs and goals of foundations, Federal agencies, and other funding sources.

Marketing to Funders

Knowing what funders want is, of course, key to making the link with what the organization has to offer. That requires organizational leaders to conduct research and to build relationships with individuals who can provide guidance on what sells in any given marketplace. Corporations, for example, may be more receptive to funding education and mentoring programs if youth agencies demonstrate the link between those programs and the development of a skilled labor force for the future. A local police department may include a youth service agency in a COPS (Community Oriented Policing Services) Community Problem-Solving Partnership proposal if an agency demonstrates how involving young people in the community policing initiative will strengthen the proposed strategy. Chapter 11 in the *Compendium of Critical Issues and Innovative Approaches in Youth Services* ("Marketing Youth Service Programs"), by the National Clearinghouse on Families & Youth (NCFY), describes steps an agency can take to begin to market itself more effectively in the funding arena. (Please contact NCFY at 301/608-8098 to request a copy of the compendium.)

Once an agency has identified what it has to offer, staff or volunteers can begin conducting the research necessary to identify those funding sources most likely to be receptive to agency proposals. Chapter 3 offers some strategies for conducting that research and the resources available to organizations to help them in that process.

Chapter 3
Research: A Fundamental Step in Developing Resources

Successful resource development requires a willingness to conduct research prior to implementing any activities. The process is useful for a number of reasons, foremost among them that the agency will identify the following:

- New sources of information that will be useful for other agency activities
- Interesting new project ideas
- New funding sources for agency activities
- New categories of funding that match the agency's mission

Without question, the most comprehensive information source to turn to is the Internet. Today, even agencies that do not have access to large local library collections can conduct research through electronic media. Telecommunications technology is leveling the playing field, and resource developers everywhere can access much of the information formerly available only in larger urban areas. The Internet has become an important resource, with much of its information available at no charge.

Using the Internet

The Internet is a global information system that connects thousands of independent networks of computers, allowing these networks to communicate, usually over conventional telephone lines. Computers linked to the system are assigned unique addresses, called Uniform Resource Locators (URLs). The Internet also serves as a shuttle for sending electronic mail between networks.

The Internet has a range of functions:

- It facilitates the exchange of information.
- It enables users to quickly access information that otherwise would be difficult or time-consuming to obtain.
- It provides an outlet for free speech in countries where public speech is censored.
- It serves as a vehicle through which commercial entities can sell products and services and nonprofit entities can share information about available services.

For those developing resources, the Internet provides quick access to information about funding sources and the substantive information necessary to prepare proposals. Accessing the Internet requires a computer with a modem, as well as a contract with a service provider, just as one would have with the local phone or electric company. Agencies can select an Internet Service Provider (ISP) that simply provides access to the Internet. Or they can subscribe to an on-line service that provides both Internet access and other features, such as the synthesis of key information about particular topics. Some Family and Youth Services Bureau (FYSB) local agencies that do not have the internal capacity to search the Internet have developed collaborative partnerships with local community colleges that provide them free Internet access. (Almost all colleges and universities have Internet sites and offer connections to their employees, researchers, and students.)

Once computer users connect to the Internet, a number of search engines help them access information. Some of the most popular ones

are Yahoo!, WebCrawler, AltaVista, and InfoSeek. Appendix I provides a list of search engines.

After selecting a search engine, users should follow the instructions provided. AltaVista, for example, is one of the most comprehensive and powerful search engines on the Internet that is accessible by the general public. AltaVista sweeps the entire Internet every day, and "remembers" where it saw things. When a user types in a key word, AltaVista directs the user to all the sites that contain it. Since AltaVista does not maintain an electronic filing system, it will direct users to all sites that it has identified to date, which easily can run into the hundreds of thousands. Therefore, users must narrow their search. The AltaVista site contains a help file that explains how to do this.

Search engines like Yahoo! and AltaVista offer tips on the best way to phrase search terms. Using AND and NOT or + and – before words will include or exclude them from the search. Users should review all of a search engine's tips on searching to ensure the least frustrating process and most fruitful results.

Using these tools, organization staff can conduct research on individual and corporate foundations, or giving programs, as well as obtain background information for use in program planning or proposal development. An excellent starting point in looking for foundation support is the Foundation Center's home page on the World Wide Web. It is located at http://www.fdncenter.org

Funding Information on the Internet

The most extensive information on grant makers is readily available through the Foundation Center or its Cooperating Collections. The Foundation Center is an independent nonprofit information clearinghouse established in 1956. The Center's mission is to promote understanding of the foundation field by collecting and disseminating information on foundations, corporate giving, and related subjects. The Center provides free weekly orientations on conducting funding research, provides research support, and produces publications, including foundation directories.

The Center also operates libraries in five locations: New York City, Atlanta, Cleveland, San Francisco, and Washington, D.C. Cooperating collections are located in public libraries, community foundation offices, and other nonprofit agencies in all 50 States. At a minimum, these collections contain the directories of grant-making foundations and corporations, lists of recently funded grants and grant recipients, and manuals on using those resources and on writing proposals. The directories provide information on more than 10,000 foundations, grant-making corporations, and grant-making charitable organizations.

Much of this information is available through the Center's home page, which contains listings of and hypertext links to more than 200 private or corporate foundations that have their own home pages on the Internet. (A hypertext link is a connection between two sites on the Internet. The World Wide Web is a hypertext-based system. Links are the feature that makes the World Wide Web so easy to use. Links are words, names, or phrases that are either underlined or appear in a different color from the rest of the text on the page. Users simply click their mouse on the hypertext link and are connected to a specific Web site automatically.) Organizations that do not have Internet access can call the Center's toll free number, 800-424-9836.

Other sites that provide funding or fundraising information are listed in *NCFY Networks*, developed by FYSB's National Clearinghouse on Families & Youth (NCFY) (see appendix II).

Many Federal agencies also post their program or funding announcements on the Internet. The *NCFY Networks* series provides a list of home pages for the primary Federal agencies that fund youth services. Most of these agencies' home pages also provide hypertext links to other relevant Federal agency home pages.

Getting Started

There is never enough time to conduct research after a funding announcement is published or an agency identifies a new funding source with an imminent due date for solicitations. Establishing a system for conducting ongoing research offers an organization the chance to catalog the information it will need for proposal writing.

There are a few easy methods for collecting the types of information an organization needs to be ready to respond to almost any funding opportunity. Local youth agencies, which seldom have staff time to conduct research, might coordinate with a local college or university to create an ongoing internship position for students. During 6-month internships, the students would be responsible for conducting the research and writing activities designed to build the agency's information and proposal infrastructure, such as the following:

- Collect and analyze the old program announcements of key Federal agencies or foundations to compare their prior initiatives with recent efforts. Having a history of an agency's or foundation's interest in youth and families will help an organization determine whether a funding source might be interested in its work in the future.

- Get on the mailing lists of foundations, national organizations, public interest groups, and clearinghouses to begin routinely receiving information that will support the organization's grant-seeking activities. These include foundation annual reports that highlight current foundation activities, projects completed, and future plans; national organization newsletters that note new trends in services or research findings; and public interest groups' periodicals that note legislative activity that may result in new funding streams. Many clearinghouses manage the mailings of funding announcements for Federal agencies; they also routinely disseminate agency publications that document best practices or research and evaluation findings. (The *NCFY Networks* series provides lists of foundations, national organizations, and clearinghouses that focus on youth and family issues [see appendix II].)

- Routinely visit the home pages of national organizations that track Federal or State funding announcements, as well as Federal agencies or their clearinghouses that post Federal program announcements or other relevant information. Sign up to be on the mailing list or to receive any Internet Listserv or E-mail bulletins. (Listserv is an Internet application that enables an organization to send information electronically to a list of Internet users. Users can automatically subscribe or unsubscribe to a particular list via their computer.)

- Create internal working resource files of the information collected, catalogued by foundation, organization, or topic area. This information, if organized in an easily accessible system, will be extremely useful to proposal or solicitation letter writers.

- Develop standard language for key proposal components. Agency leaders can identify standard proposal sections for which staff or student interns could draft language that might easily be adapted for future proposals, such as descriptions of organizational capabilities or the results of previous projects. The interns can interview staff about agency qualifications, including exemplary operational procedures, prior special projects, and successful evaluations, and then translate the information into boilerplate language. Sometimes an outside person can help agency staff identify creative processes or procedures that they take for granted. Agency directors can establish a schedule for periodically reviewing and updating these boilerplate sections.

Once organizational leaders have established an ongoing fund-seeking information collection process, they can begin to focus on which funding sources appear most likely to be interested in their work. When targeting foundations or Federal agencies, organizations can narrow their search by focusing on the following information:

- What issues does the foundation or Federal agency address?
- What types of projects does the foundation or Federal agency fund?
- In which geographic areas does the foundation award grants? Do any of the Federal agency funding streams target communities such as those served by the organization?
- What is the foundation's or Federal agency's application review process (that is, how are funding decisions made)?
- Is the foundation willing to cofund projects with another foundation? With a State or Federal agency?
- Does the foundation or Federal agency require a matching or in-kind contribution, and if so, what qualifies as a match?
- Who are the foundation's or Federal agency's existing grantees, and what types of projects are they operating?
- How much funding does the foundation or Federal agency have available each fiscal year, and what is the size of the typical grant awarded?
- Are there limits on the funding of individual grants or overall long-term support?
- What is the funding cycle?

This information can be analyzed by a volunteer or intern, who can present the information to a fund-seeking committee or organization board for further analysis. Then the organization can ready itself to begin drafting solicitation applications. The following chapter offers guidelines for drafting those solicitations.

Chapter 4
Drafting the Solicitation

Most youth agencies rely on two primary vehicles to apply for funding: the grant application proposal or the shorter solicitation letter. To be effective, both need to include some common elements:

- An overview of the need or problem and an overarching strategy for responding to that need or addressing that problem
- A clearly stated link between the organization's proposed project and the funder's areas of interest
- A plan of action, including reasonable and cost-effective objectives and methods for achieving those objectives
- An overview of the qualifications of the organization (capacity, systems, and relevant prior experience) and its staff (education, experience, and credentials) to manage the project
- A statement about the proposed indicators of project success and the expected outcomes and benefits
- Information on why the project, once further tested, might serve as a model to be replicated in other communities
- A clearly stated rationale for how the organization's proposed project will generate research findings, new approaches, or other information that will improve youth policy and practice

More important, all solicitations must present information about an organization, the community or population it serves, and its programs in a way that enables someone with no prior knowledge to understand immediately the project for which the writer is seeking funding. This requires a strong understanding of what the organization is proposing to do and the capacity to write clearly and concisely for audiences who may know the professional jargon but not the nuances of a particular program or community. The best proposal writers include all the relevant information but do not pad the solicitation with verbiage.

Finally, the best solicitations are prepared by people who follow the instructions. This last principle may be the most critical. While it may seem obvious, grant reviewers frequently report amazement at the number of applicants who do not follow the instructions. Even the most creative ideas will be lost on grant decisionmakers if they are not presented in the manner requested.

Most grant makers provide specific guidelines on how to apply for funding. Some funders request a simple letter of solicitation, and others require a more complex proposal. Grant makers outline how they wish to receive the information for a number of reasons:

- To enable them to evaluate all proposals equitably
- To reduce review time *and* unnecessary paperwork for applicants
- To ensure that the funding source's goals are addressed
- To capture sufficient data about need, intent, and project outcomes to enable them to make funding decisions that will result in measurable accomplishments or change

Preparing the Proposal

For organizations that have implemented the long-range planning process outlined in Chapter 1 and conducted the research noted in

Chapter 3, writing proposals will become an easier process. Most public and private grant makers know what they want and are very specific in communicating their goals and expectations in writing.

At some phase in the proposal process, all writers will decide that they have a better way to pitch their concept than is allowed by the instructions. They will be wrong. Most funding sources provide instructions for a reason. Follow them explicitly, keeping some of the examples below in mind:

- Present the information in the order outlined in the funding source's application kit or instructions. It may not appear to be the most sensible flow, but it makes sense to the funding source, which is all that matters.

- Use the same language that the funding source uses in its application kit, background materials, or special or annual reports. For example, if an organization uses the expression "multidisciplinary," and the funding source uses the term "interdisciplinary," use the latter in the proposal.

- Emphasize the component of the organization or program that is most important or relevant to the funding source.

- Link the proposed strategy (for which the agency is seeking funding) and the expected benefits to the funding source's philosophy and goals (especially those outlined in the application kit).

- Address all the key points listed in the evaluation criteria.

- Include all the information requested.

- Stay within the required page limit.

The process of developing a proposal and application package usually is accomplished in the following three phases: 1) determining whether to apply, 2) collecting information, and 3) preparing the proposal.

Phase 1: Determining Whether To Apply

Developing a competitive grant proposal is a major commitment of organizational resources, in terms of both money and staff time. It is important, therefore, to make informed decisions about whether or not to submit an application. During this phase, agencies should undertake the following activities:

- Review the funding announcement or solicitation instructions more than once (see "Understanding the Federal Grant Evaluation Process" on page 18 for a description of a standard Federal funding announcement).

- Prepare an outline of the published program announcement and the proposal requirements.

- Meet with staff or board to discuss the proposed project, to brainstorm a strategy for applying (for example, project design, potential partners), and to begin raising issues about whether the organization could successfully apply for this particular funding.

- Write a one- to two-page description of the proposed project.

- Meet with potential partners for the proposed project, if applicable, to assess readiness, brainstorm, and determine if and how they will contribute to the proposal development process.

- Develop a preliminary budget.

- Request a copy of every study and article mentioned in the program announcement (materials used in Federal agency program announcements usually are available through Federal agency-supported clearinghouses).

- Discuss the agency, its mission, and the background or rationale for the specific solicitation at least once with the Federal contact person listed in the *Federal Register*.

- Attend pre-application sessions, if offered, at which the organization can learn about the types of projects for which the funding agency is looking.

Using the information gathered through these steps, the agency then can assess the following in order to make the decision about whether to bid:

- The project is within the scope and mission of the organization.

- The potential benefits to the organization of receiving the grant are worth the investment in preparing the application.

- The amount of money being offered by the funding source is adequate to complete the project and the organization can do so cost effectively.

- The organization has a reasonable chance of being selected to receive a grant (considering the number of projects that will be funded and the organization's qualifications).

- The organization has partnerships with the other agencies necessary to make the bid and can count on those partners to honor their commitments to prepare the proposal (for example, providing input, preparing letters of support).

Phase 2: Organizing the Proposal Process and Collecting Information

Once the organization has decided to apply for funding, staff need to organize the proposal process. Organizational leaders can improve their chances of preparing successful proposals by establishing a process for preparing proposals that includes putting together a proposal team with clearly defined roles and setting up a writing and review schedule. The proposal team should include writers, reviewers, someone to prepare the budget, an information resource person, and tracking and production coordinators. The information resource person then can immediately begin the information collection process to ensure that those staff members preparing the application will have easy access to important data. They can do so by starting the information collection process immediately:

- Collect additional background research materials that will be necessary to demonstrate the need or support the agency's proposed project design.

- Gather and organize internal documents that will be necessary for the proposal, such as staff résumés or reports with program statistics.

- Fax or mail requests for letters of support to partners with a sample letter and a clear due date that is at least 1 month prior to the actual proposal due date. The sample letter can provide standard language for the opening and closing paragraphs and a space for partners to add several paragraphs about their qualifications, the role they will play in the project, and their level of commitment to the effort.

- Assign a staff person to monitor the receipt of the letters and to follow up with organizations that do not submit them by the due date.

- Gather any financial information needed, such as obtaining estimated costs for proposed purchases (if allowable) or activities.

Phase 3: Writing the Proposal

Far too often, proposal writing is done ad hoc, with little structure to the process. The proposal team organization described in Phase

2 enables an agency to undertake the writing phase more efficiently. The proposal writing team can begin writing the proposal, starting with the following steps:

- Prepare an outline based on the requirements of the funding announcement.
- Host a brainstorming session to finalize the project design and assess agency strengths with regard to the procurement and the proposed project design.
- Prepare a more detailed outline and make writing assignments (if appropriate).
- Review and update all staff résumés and determine who to propose.
- Draft text and circulate it for review among staff, board, and partners, as appropriate. Assign different individuals to review the following aspects: project design, creativity, adherence to the instructions, correlation to the minimum program requirements and the evaluation criteria, and editorial issues.
- Begin developing the budget, and review it periodically to ensure that changes in the project design are reflected in the budget.
- Revise text and circulate it to key staff for final review.
- Format, review, proof, and submit the proposal.

The proposal team should set and then stick to a schedule that will enable them to submit the application on time, preferably before the due date. They also should establish a process for checking to ensure that the proposal was received on time.

When preparing proposals for any source, it is critical to understand the grant evaluation process. Organizations that know how their grant application will be reviewed can better address critical issues in their proposal. The Federal Government, for example, has established grant evaluation procedures to ensure that all grant applications are given a fair review. An understanding of that system provides a context for using grant review guidelines to support the solicitation development process.

Understanding the Federal Grant Evaluation Process

The first step in the Federal grant evaluation process is a review of all applications received to determine whether they meet the minimum requirements. If an application does not meet the minimum requirements, such as being received on time, it is given no further consideration. If the application is in order, it is processed for review by a panel of experts. These expert evaluators are given a list of criteria, taken word for word from the *Federal Register* announcement, Request for Proposal (RFP), or Notice of Funding Availability (NOFA), to use in assessing the proposals. In most cases, three to four reviewers score each application independently. They then meet with a panel chairperson who coordinates a discussion of each application. Panel members may make score adjustments based on their discussion but scores must be supported by comments that specify the strengths and weaknesses of the proposal. Summaries of the panel report are reviewed by Federal staff, who rank the applications and then make funding recommendations to agency directors.

Most RFPs contain similar sections, such as background information, purpose, and eligibility requirements. Each contains information important to applicants in making their decision about whether to apply for funding and in preparing their application:

- Background Information: Provides a synopsis of a funding agency's analysis, focus, or current best practice with regard to the project area to be funded. Applicants should obtain and review any

publications referred to in this section. This section may contain information on other agency initiatives or support programs to which applicants might wish to link their proposed project.

- Legislative Authority: Identifies the laws under which the agency is allowed to make the grant.

- Purpose: Defines the intent of the funding, for example, the development of services for runaway and homeless youth in rural areas. It generally provides some broad parameters about issue areas or practices that must be addressed or implemented by the project. Because it provides the applicant with information about what the granting agency is trying to accomplish by awarding the grant funds, the purpose section is one of the most important parts of the RFP. Proposal writers must refer to this section as they address the minimum requirements necessary to demonstrate that the proposed project will accomplish the agency's stated goals.

- Definitions: Provides definitions of what may seem to be obvious terms. Because an agency may use terms in a specific way for certain projects, the organization must be aware of those definitions and use them properly in the proposal.

- Final Priorities: Describes public comments on the agency's proposed priorities in making grant awards and lists its final priorities. (Not all Federal agencies publish final priorities.)

- Eligible Applicants: Defines who is eligible to apply for funding under this announcement. If the organization does not fall within one of the categories listed, such as public or private nonprofit agencies or institutions of higher learning, then it will be necessary to find an eligible applicant agent with which to partner that can serve as the responsible fiscal agent.

- Availability of Funds: Identifies how much money the agency expects to award for each project on its list of priorities.

- Duration of Projects: Describes how long the agency expects the grant-funded projects to continue.

- Maximum Federal Share and Grantee Share of the Project: Describes any requirements for matching funds.

- Evaluation Criteria: Establishes the standards by which the agency will judge applications and make awards. Organizations should pay close attention to these points when they craft their proposals.

- Minimum Requirements for Project Design: Are based on the evaluation criteria and describe the minimum requirements that must be met in designing the project. Applicants should respond clearly and comprehensively. Often reviewers will use the language from the minimum requirements section to evaluate applications.

- Priority Areas: Specifies in more detail the activities that the agency will fund and the agency's priorities in making grant awards.

- Application Process: Provides information to help organizations complete their applications.

- Application Assembly and Submission: Lays out precisely the instructions for submitting applications, including format requirements, page limits, and deadlines. Applicants must follow the instructions in this section or risk having their application screened out prior to review.

In fact, most Federal application scoring forms are taken directly from the RFP. The agency's

review teams judge the proposals exactly the way the Federal agency said they would be assessed. Proposals that follow the instructions in the RFP, therefore, stand a much greater chance of success.

By following the instructions, the proposal writer will address the items for which reviewers are looking. Applicants who organize their proposals according to the format provided in the RFP also make it easier for the reviewers to understand and score their proposals. Finally, applicants can use the RFP as a checklist to ensure that their proposal addresses the issues required by the funding agency.

Drafting a Solicitation Letter

Preparing short solicitation letters to a foundation, a corporation, or a local civic group actually can be more difficult in some respects than preparing more lengthy proposals. Such letters require the writers to relay the request and describe the organization's capabilities and its proposed project concisely, but persuasively.

There are some common elements to successful proposal letters, whether submitted to a foundation, a corporation, or a local civic group:

- A clear and concise statement of the purpose of the letter in the first paragraph
- A demonstrated knowledge of the mission and interests of the funding source
- Early reference to the connection between the solicitor and the funding source, including a personal connection (a contact on the foundation board who encouraged the agency to apply) or a professional strategy (a concept that the agency has designed that will help the foundation meet its mission)
- A summary of the concern to be addressed and the strategy for addressing that concern
- A clearly stated need and facts that support the urgency of that need
- A description of the benefit to the population to be served, the community, and the funding source
- A description of the potential benefits nationally
- A request for a specific amount of money (or other resources)

Below are two letters written at different times and to different types of funding sources. Each is followed by a critique. The first letter was not successful; the second letter was.

Letter 1

Ms. Maxine Grate
Women's Professional Association
1000 An Avenue
Our Town, MY STATE 00000-0000

Dear Ms. Grate:

The Dreams Work Center would appreciate the Women's Professional Association's help in purchasing some items that we desperately need. They include a copy machine, office furniture, and a refrigerator. Any contribution you make will have a significant impact on our ability to serve Our County's at-risk youngsters.

Each year Dreams Work provides residential and outpatient services to about 300 troubled youngsters and their families. At our Center, located in a Victorian frame house, young people may receive short-term shelter and related services, and families under stress may receive family and individual counseling.

As the need expands, Dreams Work looks for ways to improve our services. The following equipment would enable us to help more families more efficiently:

- Copy Machine — $8,000. Our Center works with some 100 professionals

located in other community agencies. We must make an average of 3,900 copies each month. This total includes case files, training and technical assistance materials for professionals, and information for parents, young people, and community groups.

- Office Furniture — $1,000. This spring, Dreams Work will be adding a fourth therapist to its staff. To furnish her office appropriately, we will need a desk and chair, side chair, sofa, bookshelf, and credenza.

- Refrigerator — $400. Dreams Work provides soft drinks and snacks for its clients and for professionals who attend our trainings. A refrigerator would make it easier to buy provisions in large quantities and maintain their freshness.

Again, any contribution that the Women's Professional Association can give to the Dreams Work Center and the families it serves will be very much appreciated and well utilized. We thank you for your consideration of this request.

Sincerely,

Camilla Gibson
President

The author of letter 1, which was not successful, made the following mistakes:

- Focused entirely on the needs of the agency without relating them to the mission or interests of the Women's Professional Association

- Provided too much detail (for example, Victorian frame house)

- Outlined needs but did not create a sense of urgency about those needs

- Provided too many choices, none of which were likely to provide Association members with a strong sense that they had contributed to making a difference in young people's lives

Letter 2

Ms. Barbara Grable
The Kenner Foundation
1000 A Street
Anytown, MY STATE 00000-0000

Dear Ms. Grable:

I am writing to request funds to help the Dreams Work Center hire a full-time therapist with expertise in family therapy to enhance our outpatient counseling services. Recognizing the particular interest of the Kenner Foundation in the well-being of young people in our State, Mr. John Smith, a member of our Board, suggested that we contact you.

Two years ago, the Dreams Work Center (see attached brochure) expanded its services to include on-site family therapy. Family assessments, crisis counseling, and individual, group, and family therapy are now conducted at Dreams Work by therapists trained and experienced in treating troubled families.

A Clinical Director, Mary Sutton, MSW, LCSW, monitors the progress of Dreams Work's clients throughout the treatment process, conducts assessments and therapy, and supervises a clinical staff. Two additional therapists provide a variety of counseling services for our families. Nevertheless, the demand for assessment and treatment services has grown far faster than our ability (financially) to hire additional therapists to meet the need.

Currently, 10 families are on the Dreams Work waiting list and may have to wait as long as 6 weeks before they can see a therapist. Thus, to meet current demands for therapy, Dreams Work needs another full-time therapist.

The anticipated cost of hiring a skilled, experienced therapist is $42,000. Because Dreams Work charges for therapist visits, enough

income will be generated during the first year to pay for the therapist's salary in subsequent years.

A $42,000 contribution from Kenner Foundation would be an important investment in improving our capacity to help youth experiencing difficulties in our communities, and their families. I will call you in 2 weeks to follow up on this request. In the meantime, if you have any questions or need additional information, please call me at 555-1234.

Respectfully yours,

Sue Brown
Executive Director

This second letter, which was successful, addressed the following critical issues:

- Provided information on the need of the organization as it related to the funding source's interests
- Detailed how the need came about
- Created a sense of urgency by conveying the number of adolescents on the waiting list and the length of time they would be waiting for services
- Established the agency's credibility by listing existing therapists and their credentials
- Indicated that the request for funding would not be ongoing, a concern for many foundations
- Offered a description of anticipated benefits to the young people and to the foundation
- Focused on a single need

Neither the solicitation letters nor proposals need to be long to be effective. Sometimes a simple process works best with funders. There is nothing like the power of a great idea, simply expressed, to fire the imagination of grant makers. One of the most successful fundraising proposals ever made was a single sheet circulated among key members of the U.S. Congress by the Boys and Girls Clubs of America. With very little embellishment, it said simply this:

- For $100,000,000, we will commit to opening 1,000 new clubs and reaching 1,000,000 more children by the year 2000 than we do today.

Members of Congress knew that the Boys and Girls Clubs could do it. The organization already was reaching 2.5 million children through 1,800 clubs. The simplicity, the brashness, and the sheer magnitude of the goal ignited a spark of enthusiasm, and Congress voted for the funding.

Obviously, even organizations with the best programs and services, and creative marketing strategies like the one above, will not receive assistance if they do not package their funding solicitations appropriately. For organizations that do not have the time or staff resources to do so, using an outside proposal consultant may make sense.

Using an Outside Proposal Consultant

Sometimes the thought of writing one more proposal is just too much for staff, or the focus of the funding opportunity may include areas that are outside the scope of staff expertise. In such instances, it may make sense to select an outside party to conduct research, participate in planning sessions, identify issues, or prepare the solicitation letter, application for funding, or proposal. A consultant also can help organizational leaders ensure that an "outsider" will understand the proposal by providing an independent review perspective.

Different community leaders can play different roles in helping organizations seek grants:

- Local corporations might donate the use of their in-house trainer or facilitator to assist in the brainstorming or long-term planning associated with grant seeking or proposal writing.

- University or college professors can assist in preparing evaluation components of proposal applications. They often will do so free of charge if the university is proposed as the evaluation consultant. They also can contribute to the development of sections related to specialized areas, such as health care or education.

- Student interns can conduct research about funding sources or conduct background research for key proposal sections.

- Board members or other volunteers can review the research about funding sources and help develop a strategic grant-seeking plan.

- Paid proposal writers can prepare proposals or applications.

Local agencies should exercise caution when recruiting individuals from outside the organization to prepare proposals. Increasingly, funders are requiring applicants to submit a list of proposal writers to determine whether those drafting the plan of action for the proposal will be around to implement it.

When youth service agencies opt to work with a professional grant writer to support their fundraising activities, they need to do so through a considered selection process. Selecting the right person for this job can mean the difference between successful resource development and wasted agency capital. Agencies might consider asking the following questions in interviewing grant writers, to evaluate their skills and experience:

- What types of proposals have you written, and what were the results?

  Look for someone with experience in preparing proposals for Federal and local governments, foundations, and other private-sector sources.

- What experience have you had with the population(s) served by the organization?

  Try to determine what the person knows about the needs of young people, families, and the community for which the organization is attempting to provide services.

- What experience have you had working with organizations serving youth, families, or communities?

  Explore the person's understanding of how community-based organizations function, what types of projects they can undertake, and how those projects must be integrated into and support the work of the agency.

- What steps will you use to develop the proposal?

  Listen for language that indicates an understanding of the process by which an innovative proposal is developed, such as statements about planning, conducting research, discussing ideas, and making changes following staff review and comment.

- How do you plan to involve program staff as you write the proposal?

  An independent grant writer cannot capture the flavor of the organization without being willing to spend time with the staff. An effective consultant will spend time collecting information about the organization and brainstorming with the staff about innovative approaches that might be included in the proposal.

- What have you found to be the key characteristics of a successful proposal?

  Successful grant writers should be able to give specifics and answer this question in relation to proposals they have written in the past.

Organizational leaders should keep in mind that using an outside consultant will not be any more effective than using staff if a solid fund-seeking strategy is not in place. Effective youth agencies build their capacity by seeking funds that meet the needs of the community in which they operate, implementing those projects efficiently and creatively, documenting outcomes, and seeking new funding to enhance the agency by building on those earlier outcomes. That requires planning, research, and a strong grant-seeking process.

For more information on grant-seeking techniques, see the *NCFY Networks* resources "Books on Grantwriting and Fundraising Published in 1995–1996" and "List of Internet Sites on Fundraising Relevant to Youth Service Providers" in appendix II.

Appendix I
Internet Search Engines

Search engines are to the Internet and the World Wide Web what an index is to a book. Because of the scale and rapid growth of the Internet and the Web, there is no single index to either. Instead, there are Internet tools called search engines that index the information available on line. Many are relatively easy to search. Generally, this involves pointing an Internet browser to a home page that contains one or more search engines, reading some directions about how to describe what you are looking for, typing in the terms, and waiting for the program to generate a list of home pages and documents that are relevant to the terms you specified.

Listed below are a site with links to the 11 most popular search engines and individual sites for other search engines. Many on-line services also provide search tools.

- **11 Search Engines** http://www.search.com
- **Yahoo!** http://www.yahoo.com
- **WebCrawler** http://www.webcrawler.com
- **AltaVista** http://altavista.digital.com
- **InfoSeek** http://www.infoseek.com
- **Excite!** http://www.excite.com
- **Lycos** http://www.lycos.cs.cmu.edu
- **HotBot** http://www.hotbot.com

Appendix II
NCFY Networks

NCFY Networks is a series of reference tools that was prepared for the Family and Youth Services Bureau (FYSB) grantees in 1996 and 1997. Each one can help you save time and resources in your efforts to support young people, families, and communities. Included in this appendix are *NCFY Networks* tools related to funding or fundraising:

National and Corporate Foundations That Fund Youth Service Initiatives lists foundations that fund youth service activities nationally. Contact foundations to request funding application guidelines, newsletters, and annual reports for information on funding opportunities and innovative approaches to youth services.

Journals and Newsletters Related to Nonprofit Fundraising and Management lists journals and newsletters with information on nonprofit fundraising and management.

National Clearinghouses/Resource Centers lists Federal-agency-sponsored clearinghouses and resource centers, most of which maintain literature databases, provide information and referrals, produce technical assistance publications, and offer technical assistance. Call them to order publications, ask for assistance in researching a topic, or be placed on mailing lists to receive Federal funding announcements.

Federal Support for Youth and Family Programming lists Federal agencies that focus on youth or family policy and programming. The list briefly describes each agency and gives the address of its home page on the Internet's World Wide Web.

Books on Grantwriting and Fundraising Published in 1995–1996 lists publications offering creative fundraising ideas, tips for writing proposals, and model fundraising letters.

List of Internet Sites on Funding Relevant to Youth Service Providers lists home pages managed by fundraising assistance centers and national foundations and pages that provide Federal funding information. Visit them to learn more about youth service programming being funded by foundations and Federal agencies, how to use the resources of fundraising assistance centers, and background information on new initiatives.

National and Corporate Foundations That Fund Youth Service Initiatives

National Clearinghouse on Families & Youth

February 1997

The Allstate Foundation
2775 Sanders Road
Suite F3
Northbrook, IL 60062
(847) 402-5502

Charles A. Frueauff Foundation, Inc.
3 Financial Center
900 South Shakleford Road
Suite 300
Little Rock, AR 72211
(501) 219-1410

Charles Stewart Mott Foundation
1200 Mott Foundation Building
Flint, MI 48502-1851
(810) 238-5651
(800) 645-1766
FAX: (810) 766-1753

Dr. Scholl Foundation
11 South La Salle Street
Suite 2100
Chicago, IL 60603
(312) 782-5210

Ewing Marion Kauffman Foundation
4900 Oak Street
Kansas City, MO 64112-2776
(816) 932-1000

FannieMae Foundation
4000 Wisconsin Avenue, N.W.
Washington, D.C. 20016-2899
(202) 274-8000

Ford Foundation
320 East 43rd Street
New York, NY 10017
(212) 573-5000
FAX: (212) 599-4584
http://www.fordfound.org

J.C. Penney Corporate Giving Program
P.O. Box 10001
Dallas, TX 75301-1321
(214) 431-1349
FAX: (214) 431-1355

The JM Foundation
60 East 42nd Street
Room 1651
New York, NY 10165
(212) 687-7735
FAX: (212) 697-5495

The Kresge Foundation
3215 West Big Beaver Road
P.O. Box 3151
Troy, MI 48007-3151
(810) 643-9630
FAX: (810) 643-0588

This list comprises national and corporate foundations that fund youth service initiatives; readers should not presume that this list is exhaustive. Moreover, points of view and opinions expressed by these foundations do not necessarily represent the official position, policies, or views of the Family and Youth Services Bureau, the U.S. Department of Health and Human Services, or the National Clearinghouse on Families & Youth.

Availability of funding and funding priorities for foundations are subject to change. The foundations that appear on this list considered applications for funding of youth service initiatives at the time the list was prepared. For more information on the current availability of funding, please contact the foundation directly.

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Metropolitan Life Foundation
One Madison Avenue
New York, NY 10010-3690
(212) 578-6272

Mitsubishi Electric America Foundation
1150 Connecticut Avenue, N.W.
Suite 1020
Washington, D.C. 20036
(202) 857-0031
FAX: (202) 857-0056

Nike Corporate Contributions Program
1 Bowerman Drive
Beaverton, OR 97005
(503) 671-6453

The Pew Charitable Trusts
One Commerce Square
2005 Market Street
Suite 1700
Philadelphia, PA 19103-7017
(215) 575-9050
FAX: (215) 575-4939
http://www.pewtrust.com

Public Welfare Foundation
2600 Virginia Avenue, N.W.
Suite 505
Washington, D.C. 20037-1977
(202) 965-1800
FAX: (202) 625-1348

The Robert Wood Johnson Foundation
P.O. Box 2316
Princeton, NJ 08543-2316
(609) 452-8701
FAX: (609) 987-8845

The Tides Foundation Presidio Building
Lincoln Boulevard and Torney Avenue
P.O. Box 29903
San Francisco, CA 94129-0903
(415) 561-6400
FAX: (415) 561-6401

The UPS Foundation
55 Glenlake Parkway, N.E.
Atlanta, GA 30328
(404) 828-6451

W.K. Kellogg Foundation
One Michigan Avenue, East
Battle Creek, MI 49017-4058
(616) 968-1611
FAX: (616) 968-0413

Journals and Newsletters Related to Nonprofit Fundraising and Management

National Clearinghouse on Families & Youth

August 1996

Journals

Chronicle of Philanthropy
The Chronicle of Higher Education
1255 23rd Street, N.W.
Washington, D.C. 20037
(202) 466-1200
FAX: (202) 296-2691

Federal Grants & Contracts Weekly
Capitol Publications, Inc.
1101 King Street
Suite 444
Alexandria, VA 22314
(800) 655-5597
FAX: (800) 392-7886

Foundation News & Commentary
Council on Foundations
1828 L Street, N.W.
Suite 300
Washington, D.C. 20036
(202) 466-6512
FAX: (202) 785-3926

Fund Raising Management
Hoke Communications
224 Seventh Street
Garden City, NY 11530-5771
(800) 229-6700
FAX: (516) 294-8141

The Grantsmanship Center Magazine
The Grantsmanship Center
1125 West Sixth Street
First Floor
P.O. Box 17220
Los Angeles, CA 90017
No phone calls
FAX: (213) 482-9863

Journal of Nonprofit & Public Sector Marketing
The Haworth Press, Inc.
10 Alice Street
Binghamton, NY 13904-9981
(800) 342-9678
(607) 722-2493
FAX: (607) 722-1424

Nonprofit World
Society for Nonprofit Organizations
6314 Odana Road
Suite 1
Madison, WI 53719
(800) 424-7367
FAX: (608) 274-9978

This list comprises journals and newsletters related to nonprofit fundraising and management; readers should not presume that this list is exhaustive. Inclusion of these publications does not imply endorsement by the Family and Youth Services Bureau (FYSB), the U.S. Department of Health and Human Services (DHHS), or the National Clearinghouse on Families & Youth (NCFY). Moreover, points of view and opinions expressed by these foundations do not necessarily represent the official position, policies, or views of the Family and Youth Services Bureau, the U.S. Department of Health and Human Services, or the National Clearinghouse on Families & Youth.

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Newsletters

Children & Youth Funding Report
CD Publications
8204 Fenton Street
Silver Spring, MD 20910-4571
(301) 588-6380
FAX: (301) 588-6385

Corporate Philanthropy Report
Capitol Publications, Inc.
1101 King Street
Suite 444
Alexandria, VA 22314
(800) 655-5597
FAX: (800) 392-7886

Disability Funding News
CD Publications
8204 Fenton Street
Silver Spring, MD 29010-4571
(301) 588-6380
FAX: (301) 588-6385

Families in Crisis Funding Report
CD Publications
8204 Fenton Street
Silver Spring, MD 20910-4571
(301) 588-6380
FAX: (301) 588-6385

Foundation & Corporate Grants Alert
Capitol Publications, Inc.
1101 King Street
Suite 444
Alexandria, VA 22314
(800) 655-5597
FAX: (800) 392-7886

Health Grants & Contracts Weekly
Capitol Publications, Inc.
1101 King Street
Suite 444
Alexandria, VA 22314
(800) 655-5597
FAX: (800) 392-7886

National Fund Raiser
Barnes Associates
603 Douglas Boulevard
Roseville, CA 95678
(800) 231-4157
FAX: (916) 782-2145

Successful Fund Raising
Stevenson Consultants
P.O. Box 4528
Sioux City, IA 51104
(712) 239-3010
FAX: (712) 239-2166

National Clearinghouses/Resource Centers

National Clearinghouse on Families & Youth

August 1996

Access Educational Resources Information Center (ERIC)
1600 Research Boulevard
Mailstop 5F
Rockville, MD 20850-3172
(800) LET-ERIC
FAX: (301) 309-2084

Bureau of Justice Assistance Clearinghouse
P.O. Box 6000
Rockville, MD 20850
(301) 251-5500
(800) 688-4252
FAX: (301) 251-5212

Bureau of Justice Statistics Clearinghouse
P.O. Box 6000
Rockville, MD 20850
(301) 251-5500
(800) 732-3277
FAX: (301) 251-5212

Children's Television Resource & Education Center
444 DeHaro Street
Suite 117
San Francisco, CA 94107
(415) 864-8424
FAX: (415) 864-8529

Community Information Exchange
1029 Vermont Avenue, N.W.
Suite 710
Washington, D.C. 20005-3526
(202) 628-2981
FAX: (202) 783-1485

Girls Incorporated National Resource Center
441 West Michigan Street
Indianapolis, IN 46202
(317) 634-7546
FAX: (317) 634-3024

Health Care for the Homeless Information Resource Center
262 Delaware Avenue
Delmar, NY 12054
(888) 439-3300
FAX: (518) 439-7612

Health Resource Center on Domestic Violence Family Violence Prevention Fund
383 Rhode Island Street
Suite 304
San Francisco, CA 94103
(415) 252-8900
(888) RX ABUSE
FAX: (415) 252-8991

HUD Community Connections Information Center
P.O. Box 7189
Gaithersburg, MD 20898-7189
(800) 998-9999
FAX: (301) 251-5747

HUD Drug Information & Strategy Clearinghouse
P.O. Box 6424
Rockville, MD 20850
(800) 578-DISC
FAX: (301) 738-6555

This list comprises national clearinghouses/resource centers; readers should not presume that this list is exhaustive. Moreover, points of view and opinions expressed by these organizations do not necessarily represent the official position, policies, or views of the Family and Youth Services Bureau, the U.S. Department of Health and Human Services, or the National Clearinghouse on Families & Youth.

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HUD Fair Housing Information Clearinghouse
P.O. Box 9146
McLean, VA 22102
(800) 343-FHIC
TTY/TDD: (800) 290-1617
FAX: (703) 821-2098

HUD Resource: Resident Initiatives Clearinghouse
P.O. Box 6424
Rockville, MD 20849
(800) 955-2232
FAX: (301) 251-5767 or 5747

HUD USER
P.O. Box 6091
Rockville, MD 20849
(301) 251-5154
(800) 245-2691
FAX: (301) 251-5767

Juvenile Justice Clearinghouse
P.O. Box 6000
Rockville, MD 20850
(301) 251-5500
(800) 638-8736
FAX: (301) 251-5212

Mediascope
12711 Ventura Boulevard
Suite 280
Studio City, CA 91604
(818) 508-2080
FAX: (818) 508-2088

Mental Health Policy Resource Center
1730 Rhode Island Avenue, N.W.
Suite 308
Washington, D.C. 20036
(202) 775-8826
FAX: (202) 659-7613

Military Family Resource Center
4040 North Fairfax Drive
Arlington, VA 22033-1635
(703) 696-9053
FAX: (703) 696-9062

National Adolescent Health Resource Center
University of Minnesota
Division of General Pediatrics and Adolescent Health
P.O. Box 721
420 Delaware Street, S.E.
Minneapolis, MN 55455
(612) 624-8644
FAX: (612) 626-2134

National Adoption Information Clearinghouse
P.O. Box 1182
Washington, D.C. 20013-1182
(703) 246-9095
FAX: (703) 385-3206

National AIDS Clearinghouse
P.O. Box 6003
Rockville, MD 20849-6003
(800) 458-5231
(800) TRIALS-A (AIDS Clinical Trials Information)
FAX: (301) 738-6616

National Center for Education in Maternal and Child Health
2000 15th Street, North
Suite 701
Arlington, VA 22201
(703) 524-7802
FAX: (703) 524-9335

National Child Care Information Center
301 Maple Avenue West
Suite 602
Vienna, VA 22180
(800) 616-2242
FAX: (800) 716-2242

National Clearinghouse for Alcohol and Drug Information
P.O. Box 2345
Rockville, MD 20847-2345
(301) 468-2600
(800) 729-6686
TDD: (301) 230-2687 or (800) 487-4889
FAX: (301) 468-6433

National Clearinghouse for the Defense of Battered Women
125 South 9th Street
Suite 302
Philadelphia, PA 19107
(215) 351-0010
FAX: (215) 351-0779

National Clearinghouse for Legal Services, Inc.
205 West Monroe Street
Second Floor
Chicago, IL 60606
(312) 263-3830
FAX: (312) 263-3846

National Clearinghouse for Primary Care Information
2070 Chain Bridge Road
Suite 450
Vienna, VA 22182-2536
(703) 821-8955
FAX: (703) 821-2098

National Clearinghouse for Youth Sports Information
2050 Vista Parkway
West Palm Beach, FL 33411
(561) 684-1141
FAX: (561) 684-2546

National Clearinghouse on Child Abuse and Neglect Information
P.O. Box 1182
Washington, D.C. 20013-1182
(703) 385-7565
(800) 394-3366
FAX: (703) 385-3206

National Clearinghouse on Families & Youth
P.O. Box 13505
Silver Spring, MD 20911-3505
(301) 608-8098
FAX: (301) 608-8721

National Clearinghouse on Family Support and Children's Mental Health
Portland State University
P.O. Box 751
Portland, OR 97207-0751
(503) 725-4040
FAX: (503) 725-4180

National Clearinghouse on Postsecondary Education for Individuals with Disabilities
HEATH Resource Center
One DuPont Circle
Suite 800
Washington, D.C. 20036-1193
(202) 939-9320
FAX: (202) 833-4760

National Criminal Justice Reference Service
P.O. Box 6000
Rockville, MD 20850
(301) 251-5500
(800) 851-3420
FAX: (301) 251-5212

National Foster Care Resource Center
Eastern Michigan University
102 King Hall
Ypsilanti, MI 48197
(313) 487-0374
FAX: (313) 487-0284

National Information Center for Children and Youth With Disabilities
P.O. Box 1492
Washington, D.C. 20013-1492
(202) 884-8200
(800) 695-0285
FAX: (202) 884-8441

National Institute of Corrections Information Center
1860 Industrial Circle
Suite A
Longmont, CO 80501
(303) 682-0213
FAX: (303) 682-0558

National Maternal and Child Health Clearinghouse
2070 Chain Bridge Road
Suite 450
Vienna, VA 22182
(703) 356-1964
FAX: (703) 821-2098

National Mental Health Services Knowledge Exchange Network
P.O. Box 42490
Washington, D.C. 20015
(800) 789-2647
FAX: (301) 984-8796

National Resource Center for Family-Centered Practice
School of Social Work
The University of Iowa
112 North Hall
Iowa City, IA 52242
(319) 335-2200
FAX: (319) 335-2204

National Resource Center for Permanency Planning
Hunter School of Social Work
129 East 79th Street
New York, NY 10021
(212) 452-7053
FAX: (212) 452-7050

National Resource Center for Respite and Crisis Care Services
Chapel Hill Training Outreach Project
800 Eastown Drive
Suite 105
Chapel Hill, NC 26514-2204
(919) 490-5577
FAX: (919) 490-4905

National Resource Center for Special Needs Adoption
16250 Northland Drive
Suite 120
Southfield, MI 48075
(810) 443-7080
FAX: (810) 443-7099

National Resource Center for Youth Mediation
800 Park Avenue, S.W.
Albuquerque, NM 87102
(800) 24YOUTH
FAX: (505) 242-5966

National Resource Center for Youth Services
The University of Oklahoma
202 West Eighth Street
Tulsa, OK 74119-1419
(918) 585-2986
FAX: (918) 592-1841

National Resource Center on Domestic Violence
6400 Flank Drive
Suite 1300
Harrisburg, PA 17112-2778
(717) 545-6400
(800) 537-2238
FAX: (717) 545-9456

National Resource Center on Homelessness and Mental Illness
262 Delaware Avenue
Delmar, NY 12054
(800) 444-7415
FAX: (518) 439-7612

The National Service-Learning Clearinghouse
University of Minnesota
1954 Buford Avenue
Room R-460
St. Paul, MN 55108
(800) 808-SERVE
FAX: (612) 625-6277

National Women's Resource Center for the Prevention and Treatment of Alcohol, Tobacco, and Other Drug Abuse and Mental Illness
515 King Street
Suite 410
Alexandria, VA 22314
(703) 836-8761
(800) 354-8824
FAX: (703) 836-7256

Office for Victims of Crime Resource Center
P.O. Box 6000
Rockville, MD 20850-6000
(800) 627-6872
FAX: (301) 251-5212

Office of Minority Health Resource Center
P.O. Box 37337
Washington, D.C. 20013-7337
(301) 587-1938
(800) 444-6472
TDD: (301) 589-0951
FAX: (301) 589-0884

Office of National Drug Control Policy Drugs and Crime Data Center
P.O. Box 6000
Rockville, MD 20849-6000
(301) 251-5140
(800) 666-3332
FAX: (301) 251-5212

Office of Population Affairs Clearinghouse
P.O. Box 30686
Bethesda, MD 20824-0686
(301) 654-6190
FAX: (301) 215-7731

Resource Center on Child Protection and Custody
P.O. Box 8970
Reno, NV 89507
(702) 784-6012
FAX: (702) 784-6628

Resource Center on Substance Abuse Prevention and Disability
1819 L Street, N.W.
Suite 300
Washington, D.C. 20036
(202) 628-8080
FAX: (202) 628-3812

Rural Information Center National Agricultural Library
Room 304
10301 Baltimore Avenue
Beltsville, MD 20705-2351
(800) 633-7701

Women's Bureau Clearinghouse
200 Constitution Avenue, N.W.
Room S3317
Washington, D.C. 20210
(202) 219-4486
(800) 827-5335
FAX: (202) 219-5529

Federal Support for Youth and Family Programming

National Clearinghouse on Families & Youth

January 1997

The following list contains Federal agencies that support community-based programs and initiatives benefiting young people and their families. A brief description and Internet address, when available, are provided for each agency. Many agencies are still developing their Internet home pages; for more information on an agency without a current Internet address, please call the National Clearinghouse on Families & Youth at (301) 608-8098. Please also note that Federal programs and initiatives are subject to change because of legislative or executive branch actions.

Corporation for National Service

www.cns.gov

- **Office of AmeriCorps**

  www.cns.gov/americorps.html

  AmeriCorps, the domestic Peace Corps, is a private-public partnership dedicated to strengthening and improving communities through the service of its more than 25,000 members. In return for their service, members receive assistance in financing their education.

  - **Office of AmeriCorps National Civilian Community Corps**

    www.cns.gov/kellynccc.htm

    The Office of Americorps National Civilian Community Corps, part of AmeriCorps, focuses on projects that protect and conserve natural resources, promote public safety, and meet the educational needs of young people. Some Corps members also are trained to assist with disaster relief. Corps members receive training before they begin their community service and are responsible for identifying, planning, and completing their service projects. The program is open to young adults age 18–24.

- **Office of Learn and Serve America**

  www.cns.gov/learn.html

  Learn and Serve America provides grants to teachers and community members who involve students in community service related to their school studies. Learn and Serve America has two components: (1) Learn and Serve America K–12: School- and Community-Based programs, which support service learning for elementary, middle, and high school students, and (2) Learn and Serve America Higher Education programs, which support postsecondary, school-based service learning projects.

U.S. Department of Agriculture

www.usda.gov

- **Natural Resources and Environment**
  U.S. Forest Service

  www.fs.fed.us

  Since 1960, the U.S. Forest Service has overseen use of the Nation's forests for a variety of purposes, such as for recreation, timber, and fish and wildlife. Part of the mission of the U.S. Forest Service is to provide training, education, and employment to the unemployed, the underemployed, and young people.

  - **Human Resource Programs**

    www.doleta.gov/programs/factsht/jobcorps.htm

    Through an interagency agreement with the U.S. Department of Labor, the U.S. Forest Service and the National Park Service (U.S. Department of the Interior) operate 30 Job Corps Centers (see p. 54). The Job Corps, administered by the U.S. Department of Labor (see p. 52), is a residential education and training program for unemployed and undereducated youth. When operated by either the U.S. Forest Service or the National Park Service, Job Corps centers are called Civilian Conservation Centers.

    In addition, the U.S. Forest Service and the National Park Service oversee the Youth Conservation Corps (YCC), a summer employment program jointly administered by the U.S. Department of Agriculture and the U.S. Department of the Interior. In the YCC, youth work, learn, and earn pay by doing projects that further the conservation of natural resources within the United States.

- **Research, Education, and Economics**
  Cooperative State Research, Education, and Extension Service

  www.reeusda.gov

  The Cooperative State Research, Education, and Extension Service's mission is to advance research and education in the food and agricultural sciences through cooperative partnerships between institutions of higher learning and the public and private sectors. A special focus of the Cooperative State Research, Education, and Extension Service is the Children, Youth, and Families at Risk Initiative. This initiative helps communities support children and youth in leading positive and secure lives while they develop the skills necessary for transitioning into fulfilling, responsible adulthood.

  - **Families, 4-H, and Nutrition**

    www.reeusda.gov/new/about/hobbs.htm

    Families, 4-H, and Nutrition offers model educational programs for families and youth to promote human development and to stress the importance of good nutrition in human development and well-being.

- **State and Private Forestry**
  Cooperative Forestry Staff
  Natural Resource Conservation Education

  www.fs.fed.us/outdoors/nrce

  The Natural Resource Conservation Education (NRCE) program provides educational activities to help people learn about natural resources and how to use them responsibly. The NRCE works with existing Federal and State programs, schools, and community organizations to further environmental education. Several NRCE projects seek to help urban youth become aware of career opportunities in the natural resources field.

U.S. Department of Defense

www.dtic.dla.mil/defenselink

- **Office of the Under Secretary for Personnel and Readiness**
  Assistant Secretary for Reserve Affairs
  Directorate for Civil Military Programs

  Through the National Guard, the Civil Military Programs of the U.S. Department of Defense offer training opportunities to civilian youth who have dropped out of high school. These programs help youth enhance their life skills and employment potential while rebuilding the Nation's infrastructure.

- **Personnel and Readiness**
  Office of the Under Secretary of Defense
  Personnel Support, Families, and Education
  Office of Family Policy, Support and Services

  The Office of Family Policy, Support and Services establishes policy regarding family violence for all U.S. Department of Defense components. Each military service has a Family Advocacy Program (FAP) designed to prevent, identify, report, intervene in, and treat child abuse and neglect and spousal abuse. The Office assists each of the military services in developing, establishing, and maintaining a FAP. The Office also is responsible for programming for children and youth living on military bases.

U.S. Department of Education

www.ed.gov

- **Education Outreach Branch**
  Student Services Division
  Office of Postsecondary Education
  Office of Higher Education Programs

  www.ed.gov/offices/OPE/OHEP/hepss/upbound.html

  The Office of Postsecondary Education supports and coordinates activities that assist institutions of higher learning and helps students pursuing a postsecondary education.

  Upward Bound, administered by the Office of Higher Education Programs, is a program that seeks to provide low-income and potential first-generation college students with the skills and motivation necessary for success in education beyond high school. Students in the Upward Bound program attend daily classes in the summer and on Saturdays during the school year, receive health and comprehensive counseling services, and participate in a variety of extracurricular activities.

- **National School-to-Work Office**

  www.stw.ed.gov

  The National School-to-Work Office administers School-to-Work Opportunities, a program jointly funded by the U.S. Department of Education and the U.S. Department of Labor (see p. 52). The School-to-Work Opportunities Act of 1994 (P.L. 103-239) authorized grants to States and localities to link school-based and work-based education.

- **Office of the Assistant Secretary for Special Education and Rehabilitative Services**

  www.ed.gov/offices/OSERS

  The Office of the Assistant Secretary for Special Education and Rehabilitative Services provides formula grants to States and organizations to improve educational opportunities for children (including abused and neglected children) and adults with disabilities.

- **Safe and Drug Free Schools Program**

  The Safe and Drug Free Schools Program strives to reduce youth involvement in illicit drug use through education and prevention activities. The reauthorized Safe and Drug-Free Schools and Communities Act of 1994 (Title IV of the Improving America's Schools Act of 1994 [P.L. 103-382]) expanded the Safe and Drug Free Schools Program to include activities to prevent youth violence.

U.S. Department of Health and Human Services[1]

www.os.dhhs.gov

- **Administration for Children and Families**

  www.acf.dhhs.gov

  The Administration for Children and Families is responsible for Federal programs that promote the social and economic well-being of families and youth.

  - **Administration for Native Americans**

    www.acf.dhhs.gov/programs/opa/facts/ana.htm

    The Administration for Native Americans (ANA) promotes social and economic self-sufficiency for American Indians, Native Hawaiians, Native Alaskans, and Native American Pacific Islanders. Grants from the ANA focus on various areas of concern to Native American youth and families, such as the availability of social services, employment, and prevention and treatment of alcoholism.

  - **Administration on Children, Youth and Families**

    www.acf.dhhs.gov/programs/acyf/index.html

    The Administration on Children, Youth and Families administers programs that support communities' efforts to provide services to families in crisis and to improve the quality of life for children, young people, and families in at-risk circumstances.

    - **Child Care Bureau**

      www.acf.dhhs.gov/programs/ccb

      The Child Care Bureau seeks to enhance the quality, affordability, and supply of child care available to all families. The Bureau administers Federal funds to States, territories, and tribes to assist low-income families in accessing quality child care for children while parents work or participate in education or training.

    - **Children's Bureau**

      www.acf.dhhs.gov/programs/cb

      The Children's Bureau focuses on strengthening families, improving State and local child welfare services, finding permanent homes for children who cannot stay in their own homes, and improving the quality and availability of child care services. The Children's Bureau accomplishes these goals through entitlement and grant programs for State child welfare agencies and Native American tribes.

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[1]See also the U.S. Department of Health and Human Services' "YouthInfo" home page (http://youth.os.dhhs.gov/), which includes statistics on young people, new reports and publications about adolescents, information for parents of adolescents, and links to other youth-related home pages.

BEST COPY AVAILABLE

- **Family and Youth Services Bureau**

  www.acf.dhhs.gov/programs/fysb/

  The Family and Youth Services Bureau (FYSB) provides national leadership on youth issues and assists individuals and organizations in providing effective, comprehensive services for youth in at-risk circumstances and their families. FYSB funds grant programs that support locally based youth services.

- **Head Start Bureau**

  www.acf.dhhs.gov/programs/hsb

  The Head Start Bureau funds comprehensive developmental, health, social, and parent-involvement services for low-income preschool children and their families. Head Start grants are awarded to public or private nonprofit agencies that offer a range of services designed to provide children with educational, social, medical, and mental health assistance.

- **Administration on Developmental Disabilities**

  www.acf.dhhs.gov/programs/ADD

  The Administration on Developmental Disabilities supports programs that protect the rights and promote the self-sufficiency of youth and adults with developmental disabilities and their families.

- **Office of Public Health and Science**

  The Office of Public Health and Science provides leadership and coordination for activities related to public health and science within the U.S. Department of Health and Human Services.

  - **Centers for Disease Control and Prevention**

    www.cdc.gov

    The Centers for Disease Control and Prevention's (CDC's) mission is to promote health and quality of life by preventing and controlling disease, injury, and disability.

    - **National Center for Chronic Disease Prevention and Health Promotion**

      www.cdc.gov/nccdphp/nccdhome.htm

      The National Center for Chronic Disease Prevention and Health Promotion's (NCCDPHP's) mission is to prevent death and disability from chronic diseases; promote maternal, infant, and adolescent health; and encourage healthy personal behaviors. The NCCDPHP achieves these goals in partnership with health and education agencies, major voluntary associations, the private sector, and Federal agencies.

- **Adolescent and School Health Division**

  The Adolescent and School Health Division provides support to national, State, and local agencies that address adolescent health. The Division also supports the development and dissemination of guidelines for effective school health programs and policies.

- **Nutrition Division**
  Maternal and Child Health Branch

  The Maternal and Child Health Branch addresses issues relating to the health of mothers and their children. The Branch's activities include administering adolescent pregnancy prevention programs.

◆ **National Center for HIV, STD & TB Prevention**

www.cdc.gov/nchstp/od/nchstp.html

The National Center for HIV, STD & TB Prevention funds research and programs designed to better inform health care practitioners and others about the spread of HIV/AIDS, sexually transmitted diseases, and tuberculosis. As part of its mission, the Center seeks to improve young people's access to preventive health care.

◆ **National Center for Injury Prevention and Control**

www.cdc.gov/ncipc/ncipchm.htm

The National Center for Injury Prevention and Control conducts and monitors research on the causes of, risks for, and preventive measures against intentional and unintentional injuries.

- **Division of Violence Prevention**

  www.cdc.gov/ncipc/dvp/dvp.htm

  The Division of Violence Prevention focuses on youth violence, family and intimate violence, suicide, and firearm injuries. The Division supports preventive projects and activities that complement approaches used by law enforcement and within schools.

◆ **Office on Smoking and Health**

www.cdc.gov/nccdphp/osh/mission.htm

The Office on Smoking and Health serves as the focal point for the U.S. Department of Health and Human Services' smoking and health activities. The Office produces the Surgeon General's report on the health consequences of smoking, surveys and analyzes tobacco use and its impact, provides financial assistance to State health departments, and conducts national public information and education campaigns about the health risks associated with smoking.

- **Health Resources and Services Administration**

  www.hrsa.dhhs.gov

  The Health Resources and Services Administration's (HRSA's) mission is to contribute to improving the health of the Nation by ensuring access to health care for populations that are disadvantaged or underserved.

  - **Bureau of Primary Health Care**

    www.bphc.hrsa.dhhs.gov

    The Bureau of Primary Health Care's (BPHC's) mission is to increase access to comprehensive primary and preventive health care and to improve the health status of underserved and vulnerable populations. Through publications and State-based cooperative agreements, the BPHC promotes school health centers as an effective way to improve access to health services for vulnerable children and adolescents.

    - **Healthy Schools, Healthy Communities**

      www.bphc.hrsa.dhhs.gov/hshc/hshc1.htm

      Healthy Schools, Healthy Communities is a community-based, prevention-focused program established by the BPHC in coordination with the Maternal and Child Health Bureau. Projects funded through this program will work to reduce the critical health problems of school-age children and youth, including those with special health care needs, by improving accessibility and increasing utilization of comprehensive health and health-related services.

  - **Maternal and Child Health Bureau**

    www.os.dhhs.gov/hrsa/mchb

    The Maternal and Child Health Bureau provides grants to agencies to build the Nation's infrastructure for the delivery of health care services to mothers and children. A special focus is on serving low-income and isolated populations who otherwise would have limited access to care.

  - **Office of Minority Health**

    www.os.dhhs.gov/progorg/ophs/omh/omh.htm

    The Office of Minority Health (OMH) provides leadership for programs and activities that address the special health needs of racial and ethnic minorities. The OMH assists communities in addressing issues such as access to affordable health care, cultural barriers to care, and culturally competent approaches to improving health service delivery.

- **National Institutes of Health**

  www.nih.gov

  The National Institutes of Health conduct and support research to acquire new knowledge to help prevent, detect, diagnose, and treat disease and disability.

  - **National Institute of Child Health and Human Development**

    www.nih.gov/nichd

    The National Institute of Child Health and Human Development (NICHD) conducts research on human development as it relates to the health of children, adults, families, and communities. The NICHD research programs focus on maternal and child health, reproduction and contraception, and rehabilitation for individuals with physical disabilities.

  - **National Institute of Mental Health**

    www.nimh.nih.gov

    The National Institute of Mental Health (NIMH) conducts and supports research on mental illness and mental health, including studies of the brain, behavior, and mental health services. The NIMH's goals are to improve the mental health of the American people; foster better understanding of the diagnosis, treatment, and rehabilitation of those with mental and brain disorders; and prevent mental illness.

  - **National Institute on Drug Abuse**

    www.nida.nih.gov

    The National Institute on Drug Abuse (NIDA), through grants to institutions and through NIDA's Addiction Research Center, conducts research to improve the understanding, treatment, and prevention of drug abuse and addiction.

- **Office of Population Affairs**

  www.os.dhhs.gov/progorg/opha

  The Office of Population Affairs (OPA) provides resources and policy advice related to population and reproductive health issues, including family planning and adolescent pregnancy.

  - **Office of Adolescent Pregnancy Programs**

    www.os.dhhs.gov/progorg/opa/oapp.html

    The Adolescent Family Life Program, administered by the Office of Adolescent Pregnancy Programs, supports the development of innovative programs that encourage adolescents to delay sexual activity and that provide health, education, and social services to pregnant and parenting adolescents and their families.

- **Office of Family Planning**

  www.os.dhhs.gov/progorg/opa/ofp.html

  Through its Family Planning Program, the Office of Family Planning provides funding for comprehensive family planning services to States, family planning councils, Planned Parenthood affiliates, and other public and private entities that provide family planning services. Through its grantees, the Family Planning Program serves women and adolescents at high risk for unintended pregnancies and sexually transmitted infections.

- **Substance Abuse and Mental Health Services Administration**

  www.samhsa.gov

  The Substance Abuse and Mental Health Services Administration's (SAMHSA's) mission is to improve the quality of prevention, early intervention, treatment, and rehabilitation services for substance abuse and mental illnesses, including co-occurring disorders.

  - **Center for Mental Health Services**

    www.samhsa.gov/cmhs/cmhs.htm

    The Center for Mental Health Services (CMHS) leads national efforts to demonstrate, evaluate, and disseminate service delivery models for promoting mental health, preventing the development or worsening of mental illness, and treating mental illness among children, youth, and adults.

  - **Center for Substance Abuse Prevention**

    www.samhsa.gov/csap/csap.htm

    The Center for Substance Abuse Prevention (CSAP) promotes the development of comprehensive prevention and intervention systems to reduce or eliminate the abuse of alcohol, tobacco, and other drugs.

  - **Center for Substance Abuse Treatment**

    www.samhsa.gov/csat/csat.htm

    The Center for Substance Abuse Treatment's (CSAT's) programs focus on ways to improve and expand treatment and recovery programs for people who abuse alcohol and drugs. CSAT initiatives promote the development of community-based, coordinated systems providing comprehensive treatment services.

- **Office of the Assistant Secretary for Planning and Evaluation**

  The Assistant Secretary for Planning and Evaluation is the principal advisor to the Secretary of the Department of Health and Human Services (DHHS) on policy development issues and is responsible for major activities in the areas of legislative and budget development, strategic planning, policy research and evaluation, and economic analysis. The Office of the Assistant Secretary for Planning and Evaluation works closely with the DHHS operating divisions in developing policies and planning policy research, evaluations, and data collection in support of broad DHHS and Administration initiatives.

U.S. Department of Housing and Urban Development

www.hud.gov

- **Office of Community Viability**

  The Office of Community Viability assists communities in developing economically and socially viable neighborhoods. The Office administers programs based on the principle that residents know best how to improve their communities and that each community must plan for its own revitalization and growth. To that end, the Office offers technical assistance and information services and administers programs that empower community residents to participate in community planning and development.

- **Office of Native American Programs**

  www.codetalk.fed.us/naprog.html

  The Office of Native American Programs provides a range of programs for Native American and Native Alaskan youth to help them move toward self-sufficiency.

- **Office of Public and Indian Housing**

  www.hud.gov/pih/pihabout.html

  The Office of Public and Indian Housing (PIH) provides Federal assistance for local public housing agencies and Indian housing authorities. The PIH assists in the planning, development, modernization, and management of low-income housing. A priority of the PIH is promoting self-sufficiency among residents and reducing dependence on public assistance, including providing job training and apprenticeship programs for young people living in assisted-housing communities.

- **Office of the Assistant Secretary for Community Planning and Development**

  www.hud.gov/cpd.html

  The Office of the Assistant Secretary for Community Planning and Development awards grants to State and local governments to help them carry out programs that promote the development of viable urban communities. The Office has a number of programs that provide housing and supportive services to various populations, including those affected by substance abuse, HIV/AIDS, physical disability, and homelessness.

- **Office of Economic Development, Community and Economic Development Services Youth Build Division**

  The Office of Economic Development, Community and Economic Development Services administers the Youth Build program. Youth Build provides opportunities for youth in economically disadvantaged circumstances to obtain employment training and education through work experience in low-income housing construction or rehabilitation.

- **Office of Special Needs Assistance Programs**

  The Office of Special Needs Assistance Programs provides financial support to projects that involve the acquisition, construction, rehabilitation, and operation of housing facilities, including grants for programs to reduce homelessness.

U.S. Department of Justice

www.usdoj.gov

- **Office of Community Oriented Policing Services**

  www.communitypolicing.org/copspage.html

  The Office of Community Oriented Policing Services (COPS) puts additional police officers on the streets and promotes community policing strategies to help reduce crime. Through community policing, citizens work with the police to design lasting solutions to community problems.

  The COPS Youth Firearms Violence Initiative supports innovative community policing approaches to fighting firearms violence among young people.

- **Office of Justice Programs**

  www.ojp.usdoj.gov

  The Office of Justice Programs works with Federal, State, and local agencies to develop, operate, and evaluate criminal and juvenile justice programs. The Office strives to make the Nation's criminal and juvenile justice systems more effective.

  - **Bureau of Justice Assistance**

    www.ojp.usdoj.gov/BJA

    The Bureau of Justice Assistance provides training and technical assistance and establishes demonstration programs to assist State and local governments in reducing crime, enforcing drug laws, and improving the functioning of the criminal justice system. Areas of emphasis include community-based prevention strategies and antidrug and violent crime reduction activities.

- **National Institute of Justice**

  www.ncjrs.org/nijhome.htm

  The National Institute of Justice (NIJ) sponsors research on crime and criminal justice and evaluates programs designed to reduce crime. In addition, the NIJ provides training and technical assistance for criminal justice agencies.

- **Office for Victims of Crime**

  www.ncjrs.org/ovchome.htm

  The Office for Victims of Crime provides funding for victim services, supports training for professionals who work with crime victims, and develops programs to enhance victims' rights and services.

- **Office of Juvenile Justice and Delinquency Prevention**

  www.ncjrs.org/ojjhome.htm

  The Office of Juvenile Justice and Delinquency Prevention (OJJDP) provides direction, coordination, and resources to prevent, treat, and control juvenile delinquency. The OJJDP also strives to improve the effectiveness and fairness of the juvenile justice system and to address the problem of missing and exploited children.

U.S. Department of Labor

www.dol.gov

- **Office of the Deputy Secretary**
  Employment and Training Administration

  www.doleta.gov

  The Employment and Training Administration (ETA) seeks to ensure that workers, employers, students, and those seeking work have access to employment information, services, and training. The ETA accomplishes this goal by supporting the development of local markets to provide such resources.

  The ETA administers the Job Training Partnership Act (JTPA), which awards grants to provide job training, job search assistance, and counseling for economically disadvantaged adults and youth, dislocated workers, and others who face significant employment barriers. The JTPA, which became effective on October 1, 1983, seeks to move jobless individuals into permanent, self-sustaining employment.

  - **Office of Job Training Programs**

    The Office of Job Training Programs develops and issues Federal policies and procedures pertaining to the operation of the JTPA.

- **National School-to-Work Office**

  www.stw.ed.gov

  The National School-to-Work Office administers School-to-Work Opportunities, a program jointly funded by the U.S. Department of Education (see p. 42) and the U.S. Department of Labor. The School-to-Work Opportunities Act of 1994 (P.L. 103–239) authorized grants to States and localities to link school-based and work-based education.

- **Office of Job Corps**

  www.doleta.gov/programs/factsht/jobcorps.htm

  The Office of Job Corps administers the Job Corps, a residential educational and vocational training program for unemployed and undereducated youth. Most Job Corps centers are operated through contracts with private industry and nonprofit organizations. Through an interagency agreement, however, 30 Job Corps centers (called Civilian Conservation Centers) are operated by the U.S. Forest Service (U.S. Department of Agriculture) (see p. 40) and the National Park Service (U.S. Department of the Interior) (see p. 54).

- **Office of Special Targeted Programs**
  Migrant and Seasonal Farmworker Programs

  www.doleta.gov/programs/factsht/migrants.htm

  The Migrant and Seasonal Farmworker Programs help combat chronic unemployment, underemployment, and substandard living conditions among migrant and seasonal farmworkers and their families. These programs help farmworkers who seek alternative job opportunities to secure stable employment at an income above the poverty level. In addition, the Migrant and Seasonal Farmworker Programs are designed to improve the living standard of those who remain in the agricultural labor force.

- **Office of Special Targeted Programs**
  Native American Programs

  www.doleta.gov/programs/factsht/indians.htm

  The Native American Programs help eligible individuals prepare for and hold productive jobs by offering job training, job referrals, counseling, and other employment-related services, such as child care, transportation, and training allowances.

U.S. Department of the Interior

www.doi.gov

- **Bureau of Indian Affairs**

  www.doi.gov/bia/aitoday/bia-edu.html

  The mission of the Bureau of Indian Affairs (BIA) is to enhance the quality of life and economic opportunities of Indian tribes and Alaskan Natives and to protect and improve the trust assets of these groups. The BIA provides a range of services to Indian tribes and Alaskan Natives, including law enforcement, education, leasing of land, business loan opportunities, housing improvements, and social services. Through its child protection coordinator, the BIA facilitates interdisciplinary responses to issues of child abuse and neglect and coordinates programs addressing child abuse among BIA's offices and divisions.

  - **Office of Indian Education Programs**

    http://shaman.unm.edu/oiep/home.htm

    The Office of Indian Education Programs' goal is to raise educational achievements of Native American students in Bureau of Indian Affairs-funded schools by the year 2000 through the "Indian America 2000 Goals." To that end, the Office's Branch of Elementary and Secondary Education administers a range of programs that provide supportive services to Native American students and their families.

  - **Office of Tribal Services**
    Division of Social Services

    The Division of Social Services helps provide child protective services to Native American families living on reservations.

    - **Office of Alcohol and Substance Abuse Prevention**

      The Office of Alcohol and Substance Abuse Prevention coordinates and oversees Bureau of Indian Affairs programs concerned with alcohol and drug use and abuse.

  - **Office of Tribal Services**
    Tribal Government Services
    Division of Law Enforcement and Judicial Services

    The Division of Law Enforcement and Judicial Services is responsible for protecting life, developing methods and expertise for conducting successful conflict resolution and criminal investigations, and implementing legally sanctioned remedial actions, detention, and rehabilitation. The Division also assists tribal governments in establishing and maintaining impartial and fair judicial systems while ensuring that these systems keep pace with legal, social, political, demographic, and technological developments.

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- **Fish and Wildlife and Parks**
  Office of the Assistant Secretary
  National Park Service

  www.nps.gov

  The National Park Service (NPS) is dedicated to conserving the natural and cultural resources of the Nation's parklands.

  - **Park Operations and Education**
    Youth Activities Office

    Through an interagency agreement with the U.S. Department of Labor, the National Park Service and the U.S. Forest Service (U.S. Department of Agriculture) operate 30 Job Corps Centers (see p. 40). The Job Corps, administered by the U.S. Department of Labor (see p. 52), is a residential education and training program for unemployed and undereducated youth. When operated by either the National Park Service or the U.S. Forest Service, Job Corps centers are called Civilian Conservation Centers.

    In addition, the National Park Service and the U.S. Forest Service jointly oversee the Youth Conservation Corps (YCC), a summer employment program for young people. In the YCC, youth work, learn, and earn pay by doing projects that further the conservation of natural resources within the United States.

U.S. Department of the Treasury

www.ustreas.gov

- **Bureau of Alcohol, Tobacco, and Firearms**

  www.atf.treas.gov

  The mission of the Bureau of Alcohol, Tobacco, and Firearms (ATF) is to reduce the criminal use of firearms and misuse of explosives; to ensure the collection of all alcohol, tobacco, and firearms tax revenues; to stop prohibited trade practices in the alcoholic beverage industry; to investigate individuals who use firearms in illegal narcotics activities; and to suppress the illicit manufacture and sale of non-tax-paid alcoholic beverages.

  The ATF administers Gang Resistance Education and Training (G.R.E.A.T.), a structured, school-based program that helps children resolve conflicts without resorting to violence and resist the pressure to join gangs. Through the program, children also learn about the harmful effects of drugs on both the user and the user's family and friends. The G.R.E.A.T. curriculum is taught at the junior high/middle school level by trained, uniformed police officers and Federal agents.

Books on Grantwriting and Fundraising Published in 1995-1996

National Clearinghouse on Families & Youth

January 1997

Cashing in on Funding Ideas. This guide describes creative fundraising approaches, provides tips for writing proposals, explains the differences between community and national foundations, and includes a section on using the World Wide Web for fundraising. Author: Join Together. 1996. Available from Join Together, 441 Stuart Street, Sixth Floor, Boston, MA 02116; 617/437-1500. $25.

The Complete Book of Model Fund-Raising Letters. This book contains more than 350 sample fundraising letters appropriate to a range of situations, such as acquiring new donors, renewing lapsed donors, encouraging the continued support of major donors, and soliciting gifts-in-kind and other types of support. The book also includes tips for writing, designing, and mailing grant proposals. Author: R. Kuniholm. 1995. Available from Prentice Hall, P.O. Box 11071, Des Moines, IA 50336-1071; 800/947-7700. $34.95 plus $8.19 for shipping.

Discover Total Resources: A Guide for Nonprofits. This publication guides nonprofit boards, staff, and volunteers in assessing the degree to which they are drawing on the range of resources, people, goods, and services in their communities to support their programs. Author: Mellon Bank Corporation. 1995. Available from Mellon Bank Corporation, One Mellon Bank Center, Community Affairs Publications, Room 1830, Pittsburgh, PA 15258-0001; 412/234-5000. Free.

Fundraising for Nonprofit Board Members. This guide discusses activities that executive directors of nonprofit organizations can use to involve board members in fundraising activities, including identifying potential donors, soliciting donors, maintaining support from current donors, and promoting the organization. Author: D. Struck. 1996. Available from Aspen Publishers, Inc., 7201 McKinney Circle, Frederick, MD 21704; 800/638-8437. $96 plus State sales tax. The cost of shipping depends on the State sales tax.

Fundraising: The Good, the Bad, and the Ugly (and How to Tell the Difference). This guide provides information on fundraising strategies, including holding special events, involving board members and volunteers in fundraising efforts, conducting direct marketing, and soliciting money from corporations. Author: B.J. Harrison. 1996. Available from Bill J. Harrison, 6210 East Oak Street, Scottsdale, AZ 85257; 602/675-5605. $18.95 plus $3.50 for shipping.

Grassroots Grants: An Activist's Guide to Proposal Writing. This book, written for nonprofit organizations working for social change, discusses how to develop a complete fundraising program, use the grant proposal as an organizing tool, design "fundable" projects, and plan and write a proposal. The book provides examples of four successful proposals from nonprofit organizations, as well as suggestions from 40 foundation staff members.

This list comprises books on grantwriting and fundraising; readers should not presume that this list is exhaustive. Moreover, points of view and opinions expressed by these foundations do not necessarily represent the official position, policies, or views of the Family and Youth Services Bureau, the U.S. Department of Health and Human Services, or the National Clearinghouse on Families & Youth. Further, inclusion of a publication on this list does not imply endorsement by FYSB, the DHHS, or NCFY.

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Author: A. Robinson. 1996. Available from Chardon Press, P.O. Box 11607, Berkeley, CA 94712; 510/704-8714. $25 plus $4 for shipping. California residents add 8.25 percent sales tax.

Growing From Good to Great: Positioning Your Fund-Raising Efforts for Big Gains. This book provides advice to fundraisers on reorganizing their grant-seeking efforts. It explains how changes in technology and marketing and new "population paradigms," such as increasing longevity and diversity are leading donors to expect new methods of communication from grant-seekers. It also presents information on developing an organizational vision, involving board members in crafting that vision and in fundraising, and committing resources to carry out the fundraising strategy. In addition, the book provides information on how to create and keep a base of financial support, and how to target lapsed donors. Finally, it contains case studies of four successful fundraising campaigns. Author: J.E. Nichols. 1995. Available from Precept Press, a Division of Bonus Books, Inc., 160 East Illinois Street, Chicago, IL 60611; 312/467-0424. $40 plus $4 for shipping.

The "How To" Grants Manual: Successful Grantseeking Techniques for Obtaining Public and Private Grants, Third Edition This book outlines an approach for streamlining the grant-seeking process by targeting public and private funding sources with missions similar to that of the grant seeker, and developing personal contacts at those organizations. Author: D.G. Bauer. 1995. Available from Oryx Press, 4041 North Central Avenue, Suite 700, Phoenix, AZ 85012; 800/279-6799 or 602/265-2651. $29.95 plus $3 for shipping.

Winning Grants Step by Step: Support Centers of America's Complete Workbook for Planning, Developing, and Writing Successful Proposals. This workbook guides grant seekers in writing proposals for public and private funding. The publication contains exercises on proposal writing and nurturing relationships with funders. Author: M. Carlson. 1995. Available from Jossey-Bass Publishers, Inc., 350 Sansome Street, San Francisco, CA 94104-1310; 800/956-7739. $24.95 plus $5.50 for shipping.

List of Internet Sites on Funding Relevant to Youth Service Providers

National Clearinghouse on Families & Youth

January 1997

This list contains Internet sites that provide information on funding availability that might be of interest to professionals working on children, youth, and family issues. The list contains sites that are managed by foundations or organizations that provide assistance to grant seekers. This list simply is intended as a sampling of sites through which local youth agencies can stay abreast of funding opportunities. Obviously, the number of sites on the Internet changes daily, with foundations and other funding organizations adding new home pages. If you have difficulty locating a site for a specific group, please feel free to call the National Clearinghouse on Families & Youth for assistance at (301) 608-8098.

Fundraising Assistance Centers

- **The Foundation Center** http://fdncenter.org
- **The Grantsmanship Center** http://www.tgci.com
- **GrantsNet** http://www.os.dhhs.gov/progorg/grantsnet/

National Foundations That Fund Youth Service Initiatives

- **The Allstate Foundation** http://www.allstate.com/newspaper/community/hero/2.html
- **Ewing Marion Kauffman Foundation** http://www.emkf.org/
- **Ford Foundation** http://www.fordfound.org/
- **J.C. Penney Corporate Giving Program** http://www.jcpenney.com/commrel/content/guidelin.htm
- **Metropolitan Life Foundation** http://www.metlife.com

This list comprises information about Internet sites on funding relevant to youth service providers; readers should not presume that this list is exhaustive. Moreover, points of view and opinions expressed on these sites do not necessarily represent the official position, policies, or views of the Family and Youth Services Bureau (FYSB), the U.S. Department of Health and Human Services (DHHS), or the National Clearinghouse on Families & Youth (NCFY). Further, inclusion of an organization or home page on this list does not imply endorsement by FYSB, the DHHS, or NCFY.

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- **Mitsubishi Electric America Foundation** http://www.hri.com/MEA/meafhome.html
- **Pew Charitable Trusts** http://www.pewtrusts.com
- **The Robert Wood Johnson Foundation** http://www.rwjf.org
- **W.K. Kellogg Foundation** http://www.wkkf.org/

Information on Federal Funding

- **Catalog of Federal Domestic Assistance** http://www.gsa.gov/fdac/default.htm
- **Federal Register** http://www.access.gpo.gov/su_docs/aces/aces140.html

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Make the National Clearinghouse on Families & Youth Work for You.

The following are just a few of the ways the National Clearinghouse on Families & Youth (NCFY) can assist you:

- Conducting tailored research to meet the needs of your program or community
- Linking you with others who face similar challenges or who have creative ideas about improving youth practice and policy
- Sending you a list of potential sources of funding for youth services in your State

Call today to request copies of the following NCFY publications:

- *Reconnecting Youth & Community: A Youth Development Approach*
- *Understanding Youth Development: Promoting Positive Pathways of Growth, A FYSB Research Summary*
- *Supporting Your Adolescent: Tips for Parents*

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